

## ANNUAL PERFORMANCE EVALUATION FORM - PRIMARY CHIEF EXECUTIVE OFFICER

Name of Incumbent:	Evaluation Period:	Date:
--------------------	--------------------	-------

SECTION	DESCRIPTION
Section 1: Key Accountabilities	This section addresses the duties and responsibilities that have been established for the Chief Executive Officer (as described in the CEO's job description). During the mid-year review, the CEO meets with the CEO Performance Evaluation Committee to discuss progress. At year-end, the CEO Performance Evaluation Committee assesses the CEO's performance ratings for the individual key accountabilities and overall.
Section 2: Annual Goals	The organization's annual goals, as approved by the Board of Directors at the end of the preceding fiscal year, as well as other goals identified by the Board or the CEO Performance Evaluation Committee, are entered in this section. (These goals form the basis of the CEO Performance Management Plan.) The CEO Performance Evaluation Committee reviews these goals at each quarterly review to ensure that they remain current with the changing environment. During the mid-year review, the CEO meets with the CEO Performance Evaluation Committee to discuss progress. At year-end, the CEO Performance Evaluation Committee evaluates the CEO's performance ratings for each goal.
Section 3: CEO Development Plan	The CEO Performance Evaluation Committee and the CEO identify areas for development and agree on a development plan. At the mid-year and year-end reviews, the CEO and the CEO Performance Evaluation Committee meet to discuss progress.
Section 4: Performance Summary and Sign-Off	This section is used to summarize the CEO's overall performance against expectations for the fiscal year. The CEO and the Board Chair sign off on the year-end performance review.

## OVERVIEW OF THE RATING SCALE

Use the following rating scale to rate the CEO's performance for Section 1: Key Accountabilities.

<b>RATING SCALE</b>	<b>DESCRIPTION</b>
Exceeds Expectations	Performance/outcomes considerably surpass performance expectations on all key measures.
Meets Expectations	Performance/outcomes consistently meet established expectations, and may exceed expectations in some aspects of performance.
Partially Meets Expectations	Performance/outcomes meet some, but not all, expectations. Performance is not at the fully acceptable level to achieve desired results, and may require further improvement or development.
Does Not Meet Expectations	Performance/outcomes consistently do not meet expectations. Performance is at a level below what is necessary to achieve the desired results. Serious improvement is needed and a corrective action plan will be discussed.
Unable to Evaluate	Insufficient information to evaluate the incumbent.

# 1. KEY ACCOUNTABILITIES

Key Accountability	Comments	Year-End Review				
		Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Does not meet Expectations	Unable to evaluate
<b>1. Client Services and Quality</b>						
1.1 Ensures that the operations of the NE CCAC promote the delivery of effective, high quality client services to meet the needs of the community and achieve the best possible client outcomes, as well as meeting specific goals and performance expectations outlined in the Service Accountability Agreement with the Local Health Integration Network						
1.2 Ensures the development, implementation and monitoring of a system of comprehensive performance measures, including key performance indicators, as prescribed in the Local Health Integration Network Service Accountability Agreement, LHIN performance agreements and the strategic plan						
1.3 Ensures the development of processes and systems to identify service delivery issues, remedies and measures of progress so as to promote continuous improvement in operational performance and enhance stakeholder satisfaction						
1.4 Promotes a high performing culture aligned with the targets and the requirements of performance agreements, and aligned with the CCAC's broadened mandate as system navigator						
<b>Overall Rating:</b>						

Key Accountability	Comments	Year-End Review				
1. Client Services and Quality		Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Does not meet Expectations	Unable to evaluate
<p>Please provide comments, especially if you have rated performance as “Partially meets expectations” or “Does not meet expectations”:</p>						

# 1. KEY ACCOUNTABILITIES, CONTINUED

Key Accountability	Comments	Year-End Review				
		Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Does not meet Expectations	Unable to evaluate
<b>2. Strategic Planning</b>						
2.1 Provides support to the Board in developing and maintaining a strategic plan that responds to community need and addresses changes and trends in the delivery of health care services						
2.2 Assists the Board in developing and maintaining a performance management plan that translates the strategic goals and other priorities of the NE CCAC into performance evaluation goals for the Chief Executive Officer						
2.3 Develops and implements an operational plan that is consistent with the strategic plan, the performance management plan, and the NE CCAC mission, vision and values						
2.4 Develops and implements operational policies and procedures that are consistent with the operational plan						
2.5 Maintains awareness of new programs and innovative ideas that should be considered for implementation by the NE CCAC						
<b>Overall Rating:</b>						

Key Accountability	Comments	Year-End Review				
<b>2. Strategic Planning</b>		Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Does not meet Expectations	Unable to evaluate
<p>Please provide comments, especially if you have rated performance as “Partially meets expectations” or “Does not meet expectations”:</p>						

# 1. KEY ACCOUNTABILITIES, CONTINUED

Key Accountability	Comments	Year-End Review				
		Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Does not meet Expectations	Unable to evaluate
<b>3. Financial Management</b>						
3.1 Ensures the preparation of annual and multi-year budgets to secure funding for mandated programs and services, and to support the strategic plan						
3.2 Establishes a financial management framework, systems and processes to support sound and timely financial decision making so that the CCAC operates within its approved budget and is able to demonstrate that public funds are used to maximum effectiveness, with integrity and honesty						
3.3 Provides financial and statistical reports to the Board to support decision-making						
3.4 Ensures the establishment and management of an effective and efficient procurement system for service providers for the NE CCAC to ensure the best service at the right price for the NE CCAC's clients						
3.5 Ensures the establishment and maintenance of an information technology network and infrastructure						
<b>Overall Rating:</b>						



# 1. KEY ACCOUNTABILITIES, CONTINUED

Key Accountability	Comments	Year-End Review				
		Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Does not meet Expectations	Unable to evaluate
<b>4. Human Resources</b>						
4.1 Develops and promotes a positive and productive work culture, consistent with the mission, vision and values, to attract, motivate and retain the best personnel						
4.2 Ensures the development and implementation of a comprehensive human resources plan to promote employee engagement and foster a high performing culture in order to meet the NE CCAC's new and evolving mandate						
<b>Overall Rating:</b>						
Please provide comments, especially if you have rated performance as "Partially meets expectations" or "Does not meet expectations":						

# 1. KEY ACCOUNTABILITIES, CONTINUED

Key Accountability	Comments	Year-End Review				
		Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Does not meet Expectations	Unable to evaluate
<b>5. Stakeholder Relations and Communications</b>						
5.1 Develops strategic alliances with key stakeholders to foster awareness of needs within the NE region, resolve issues and promote integrated service delivery						
5.2 Establishes and maintains strategic relationships with community leaders, advocacy groups, local politicians, LHIN leaders, Ministry staff, clients, hospitals, LTC homes, community agencies, service providers, staff and the community at large						
5.3 Ensures the development of an effective communication plan to promote the services and positive value of the CCAC to stakeholders						
5.4 Acts as the spokesperson for the CCAC to the media and the public						
5.5 Provides regular information as may be required or requested by the Local Health Integration Network and the Ministry of Health and Long-Term Care						
<b>Overall Rating:</b>						

Key Accountability	Comments	Year-End Review				
5. Stakeholder Relations and Communications		Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Does not meet Expectations	Unable to evaluate
		<p>Please provide comments, especially if you have rated performance as “Partially meets expectations” or “Does not meet expectations”:</p>				

# 1. KEY ACCOUNTABILITIES, CONTINUED

Key Accountability	Comments	Year-End Review				
		Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Does not meet Expectations	Unable to evaluate
<b>6. Board and Governance</b>						
6.1 Executes the strategic plan and policy decisions of the Board						
6.2 Provides the Board with advice and assistance in meeting its governance responsibilities						
6.3 Advises the Board on compliance with LHIN directives, guidelines, policies and procedures and legislative requirements						
6.4 Apprises the Board on all matters pertaining to the implementation of policy and the operations of the CCAC and ensures that the Board has the information that it requires to carry out its responsibilities						
6.5 Provides regular reports to the Board on all performance measures						
6.6 Briefs the Chair on issues and events in the exercise of the Chair's responsibilities, including but not limited to, impropriety, wrongdoing, litigation or risk						



# 1. KEY ACCOUNTABILITIES, CONTINUED

Key Accountability	Comments	Year-End Review				
		Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Does not meet Expectations	Unable to evaluate
<b>7. Risk Management</b>						
7.1 Ensures the development and implementation of an effective risk management program that incorporates proven risk management methods, models, and tools						
<b>Overall Rating:</b>						
Please provide comments, especially if you have rated performance as “Partially meets expectations” or “Does not meet expectations”:						

## 2. ANNUAL GOALS

Prior to the end of the previous fiscal year, the Board of Directors approves the organization's goals in alignment with the annual strategic plan. Additional goals may be identified by the Board and the CEO Performance Evaluation Committee. The mid-year performance review includes a review of progress toward achieving these goals. The goals and related indicators are reviewed by the CEO Performance Evaluation Committee at each quarterly review to ensure that they remain current with the changing environment.

Please refer to the CEO Performance Management Plan.

**CEO DEVELOPMENT PLAN**

The CEO Performance Evaluation Committee and the CEO identify areas for development and agree on a development plan. At the mid-year and year-end reviews, the CEO and the CEO Performance Evaluation Committee meet to discuss progress.

**Part 3 (a) - Review of Prior Year Development Plan**

Review outcomes from prior year development plan.

Identify areas of focus for development, including actions and a timeframe for completion. At the mid-year and year-end reviews, discuss and note progress.

Areas for Focus/ Development Planning	Development Actions	Timing	Year-End Review

**Part 3 (b) - Future Year Development Plan**

Identify areas of focus for development, including actions and a timeframe for completion.

<b>Areas for Focus/ Development Planning</b>	<b>Development Actions</b>	<b>Timing</b>	<b>Comments</b>

## 4. PERFORMANCE SUMMARY AND SIGN-OFF

Complete the following at the end of the performance cycle.

**Overall Rating:** Review the results for the Key Accountabilities and Annual Goals and select an overall rating for each.

Key Accountabilities:	<input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Partially Meets Expectations <input type="checkbox"/> Does Not Meet Expectations
Annual Goals:	Insert pay-out of performance management plan.

CEO Comments:	
---------------	--

Board Chair Comments:	
-----------------------	--

CEO	Signature:	Date:
Board Chair	Signature:	Date: